

INTRODUCTION TO

RECRUIT SUSTAINMENT PROGRAM (RSP)

AND

SOLDIER EMPOWERMENT AND READINESS (SEAR)



INTRODUCTION TO RECRUIT SUSTAINMENT PROGRAM (RSP) AND SOLDIER EMPOWERMENT AND READINESS (SEAR)

An effective RSP, or Recruit Sustainment Program, will reduce your Training Pipeline Losses dramatically and result in returning more fully prepared MOSQ soldiers to your units.

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TODAY'S NEW TRAINING CHALLENGES

RSPs were designed to reduce training pipeline losses (TPLs) in the Army National Guard.

The Problem of Training Pipeline Losses

Since 1996, Training Pipeline Losses have been rising at an alarming rate—as high as 30...40...even 55% in some states.

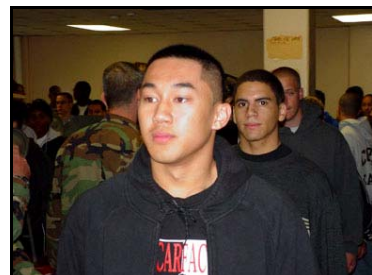
Chart 1 (page 3) shows TPL for the ARNG from 1996-2003, in terms of actual numbers of soldiers lost. For each year, you can also see when the soldiers were lost: awaiting training, during training, or awaiting Phase 2. Note that each year the greatest number of soldiers has been lost awaiting training.

Chart 2 (page 3) shows TPL for the ARNG from 1996-2003, in terms of the percentage of the total soldiers in the training pipeline. You can see that the percentage of soldiers lost each year has fluctuated slightly, but has generally stayed within a narrow range. The average over this eight-year period is 26.14%.

Note that while significantly fewer soldiers are lost awaiting Phase 2 of Split Option Training in terms of raw numbers, these numbers actually represent a disproportionately large number of soldiers in the Split Training Option program. The percentage of soldiers lost awaiting Phase 2 for each year shown in Chart 2 is the percentage of *all soldiers in the training pipeline* who were lost while awaiting Phase 2. But it represents a much greater percentage of the *total number of soldiers awaiting Phase 2*.

While STO-2 soldiers who became TPL statistics were only 8% of the total TPLs in FY2003, they were actually 19.11% of the entire Split Training Option population. So **nearly 1 in 5 STO-2 soldiers** who were BCT-qualified—halfway through their IADT—**failed to ship to AIT** the following summer.

Because Split Training Option is a program reserved only for the Army National Guard, it is crucial that we maintain this competitive advantage by ensuring that soldiers who sign up for it actually complete training.



Recruit Sustainment Programs are critical for keeping soldiers in the Guard while awaiting training!

Chart 1. Army National Guard Training Pipeline Losses, 1996-2003¹ (Numbers)

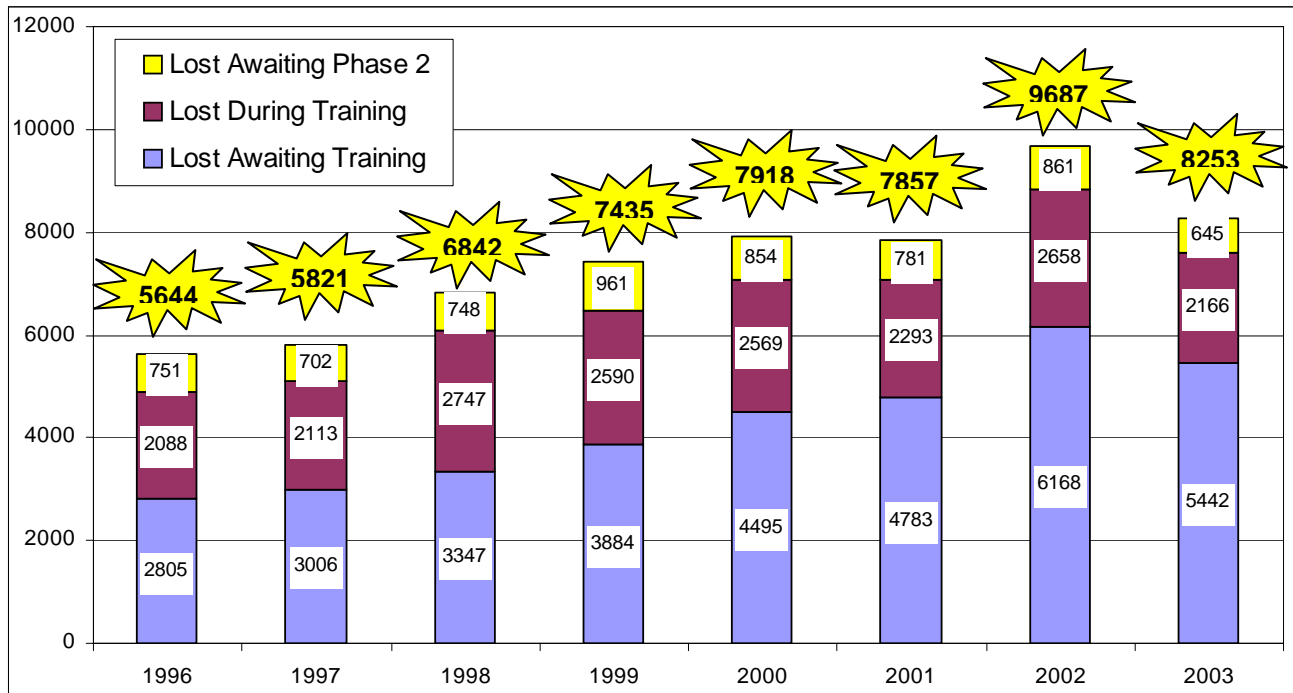
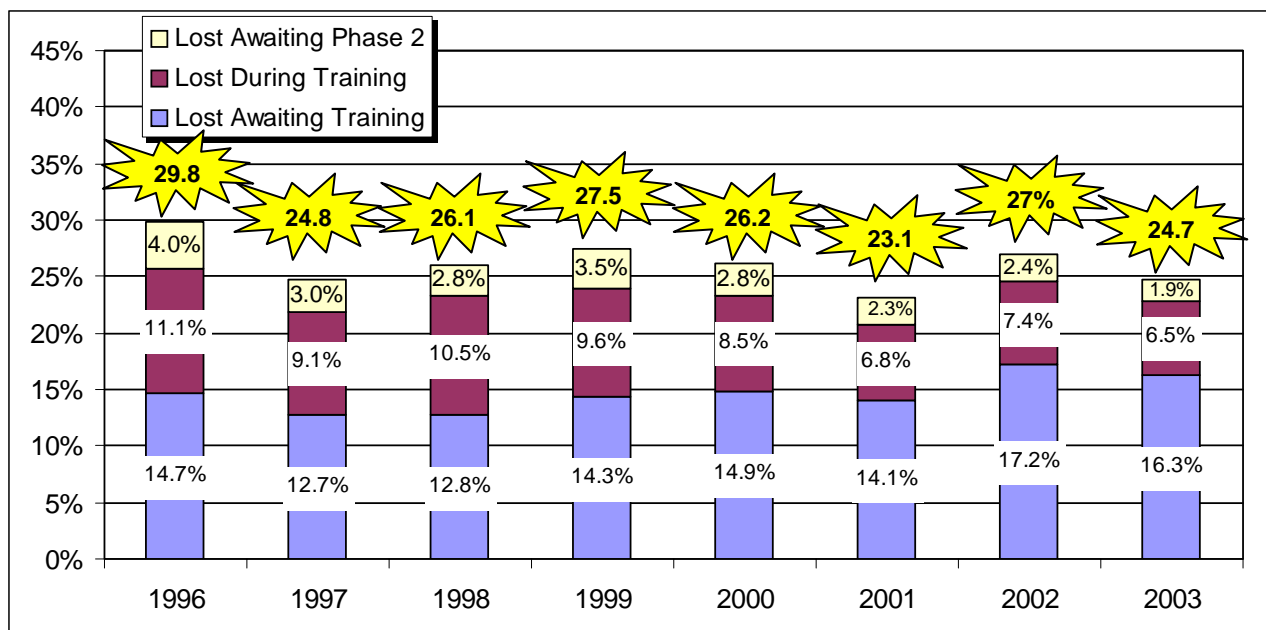


Chart 2. Army National Guard Training Pipeline Losses, 1996-2003 (Percentages)



¹ Compare to the average number of people in the training pipeline per year (rounded to nearest whole number):
 FY96: 18,946 FY97: 23,510 FY98: 26,225 FY99: 37,086 FY00: 30,233 FY01: 33,984 FY02: 35,864 FY03: 33,454

Cost of Training Pipeline Losses and Training Seats

It costs an average of **\$7,000** in advertising and marketing efforts just to get one recruit inducted, including recruiter time and national advertising costs.

A 1996 GAO report cited per soldier costs at **\$72,546** combining the cost of:

- All formal education and training of military personnel through initial skill qualification
- Billeting mess facilities
- Classroom space
- Equipment
- Software
- Instructors

From FY1996 through FY2003, we lost 59,457 soldiers in the training pipeline. That's about 7,432 per year. Multiply that by the average cost per soldier and that's **\$591,185,872 lost**.

Let's look at another cost associated with TPLs...the cost of training seats. A lost seat costs \$13,500 in training dollars. In 2002, we lost 6100 training seats through lost shippers. That's **\$125,050,000!**

Cost per soldier
\$7,000
+ \$72,546
= \$79,546

Cost of TPL since 1996

59,457
x \$79,546
= \$591,185,872

Cost of Training Seats in FY02

6,100
x \$13,500
= \$125,050,000

New Emphasis on the "Warrior Ethos"

Besides the enormous cost of training pipeline losses and training seats, the Guard faces other training challenges in the years to come. **In the Appendix, you'll find copies of three newspaper articles that discuss the Army's new emphasis on the "Warrior Ethos":**

- Army Plans Steps to Heighten "Warrior Ethos", *Washington Post*, September 8, 2003
- Chief of Staff to Soldiers: "You're a Rifleman First", *Army Times*, October 20, 2003
- Squaring off to Build Soldiers' Warrior Ethos, *Army Times*, October 27, 2003



Navigating Generational Differences

Another challenge we face is that of navigating generational differences so that we reach today's young soldiers and provide them with the most effective training possible.

Young people aged 17 to 23 are very different from previous generations.

THEN	NOW
Sports were central. Fun was physical. Work was physical. Punishment was physical.	Sports aren't as central. Fun is more electronic. Work is generally not physical. Punishment is not physical.

What this means at BCT

- Most young people wait until their first day of BCT before worrying about their physical condition.
- They have NO IDEA how out of shape they are, how hard BCT will be, how likely they won't finish, etc.

From 2003 TRADOC AAR:

"Most of the injuries are from a lifetime of physical inactivity and then actually trying too hard to train quickly."

RSP must be a wake-up call! You must provide discipline, structure, and authority without going overboard to help ease them in and prepare them for BCT.

The Next "Great Generation"?

A new book called *Millennials Rising: The Next Great Generation*, by Neil Howe and William Strauss looks at the generation led by the class of 2002, and describes the many good qualities kids have today.

Howe and Strauss think that today's young people are:

- More positive and optimistic,
- More team-oriented,
- More accepting of authority,
- More public-service oriented,
- Less involved with drugs and early sex
- More interested in building up than in tearing down.

From 2003 TRADOC AAR:

"My RRNCO and state led me to believe that BCT was much easier and the DSs were much nicer than in reality. They weren't honest about it. I was shocked when I arrived here myself."

Howe and Strauss also found that Millennials:

- Have had more parental supervision,
- Believe smart is cool,
- Are less likely to use drugs, engage in early sex, get pregnant, or commit suicide
- Are the most ethnically diverse generation in a century, and
- Their major obstacle is the outdated stereotype older generations have of kids.

What this means to you as a leader

- Resist the idea to think of today's young people as weak and worthless.
- You must be firm, but also explain.
- Learn to strike a balance between when to answer the "Whys?" and when to tell them to move out!

HOW RSP MEETS THESE CHALLENGES

The Guard must find a way to rise to the challenge of combating TPLs, cultivating the new Warrior Ethos, and effectively training a new generation of soldiers using their distinct strengths and weaknesses. RSPs were developed to meet all of these challenges.

The first step in developing an effective tool to meet these challenges was to do some research. The ARNG needed to know why trainees were leaving. So, NGB interviewed:

- **More than 1000 trainees** at various points, from just off the bus to just having finished BCT, and asked them, “What should you have known before you came to IADT?”
- **Seventy-five drill sergeants**, asking, “What could the National Guard do before trainees ship that would help you ensure their success?”
- **TRADOC liaisons at the three major BCT posts** (Ft. Jackson, Ft. Benning, and Ft. Leonard Wood), asking, “What are the top five reasons for Training Pipeline Losses?”

You’ll find their testimonials on the following page. As you read them, you’ll notice some common threads among these comments. Most of them match up with TRADOC’s Top Five Reasons for Training Pipeline Losses:

1. Lack of physical readiness
2. Administrative issues
3. Attitude problems
4. Moment of truth issues
5. Buyer’s remorse (i.e. “What have I gotten myself into?”)

These reasons, and how RSP combats them, are described on the page following the testimonials. RSP was created to address *all* the issues raised in the research. The classroom component in particular (SEAR) is the result of the input of everyone interviewed—trainees, Drill Sergeants, and TRADOC liaisons.

A successful RSP creates a *sterile* training environment, consisting of only top-notch cadre and their trainees!

BCT Testimonials (Why RSP is so desperately needed!)

These are some of the comments that were collected at Ft. Leonard Wood, Ft. Jackson, and Ft. Benning as part of the FY03 TRADOC AAR.

From Trainees

- My RRNCO and state led me to believe that BCT was much easier and the DSs were much nicer than in reality. They weren't honest about it. I was shocked when I arrived here myself.
- My state gave me a packing list that must be very old. I ended up throwing away lots of stuff because my DS told me I couldn't keep it.
- I have never been exposed to any real structure before. Someone should have told me what to expect. It was a severe shock...worse to some than the PT.

From TRADOC Liaisons and Drill Sergeant Cadre

- If the Guard could train these guys (PT, CTT and Training Mindset) so we can stay on schedule or, maybe even get a tiny bit ahead, it would make a world of difference in the overall quality of training your soldiers receive.
- We waste 3 weeks (at least) getting them back into the training brain and getting them back into safe training shape when they return for Phase II (P2).
- This class is my most recent Split trainer, Phase 1 group. 58 started on the first day and tomorrow 25 graduate on schedule. I lost the rest to profiles and injuries and 8 of them are still on medical hold.
- In our last batch of P2s, 134 were given PT tests at Reception (50% or higher), only 38 passed, 8 ended up on med-hold due to injuries and the rest were shipped straight to the Fitness Training Unit.
- Fully 10% of all MPs go back to HOR non-qual due to SF86s being lost or wrong and security clearances not awarded.
- Soldiers are arriving at Reception with illegal tattoos. Examples of anything from vulgarity, gang signs, hate symbology, narcotics-related to placement / visibility issues are "waived at state level" according to trainees.

From Chief Medical Officers

- Out of all of the medical issues and claims he [Chief Medical Officer] deals with at Reception, 40 to 50% are "complete B.S. or vastly exaggerated."
- Asthma is very popular with trainees this year. Around 9.5 out of 10 are actually poor physical conditioning, not acquainted with physical exertion, especially in the heat or humidity, newly found stress, outdoor dust in indoor lungs, and homesickness.
- Many soldiers have arrived off of the bus with either fully established stress fractures and shin splints or 90% of the way there and soon to be 100%. They don't know how to train and think running every day or twice a day is the way to go.

Top Five Reasons for TPLs and How RSPs Addresses Them

1. Lack of Physical Readiness

RSP addresses this issue by:

- Giving you several months to prepare your trainees, through both PT during drill and through the influence you can exert throughout each month.
- Offering classroom instruction on PT topics like fitness journals, proper execution of the APFT, nutrition, hydration, and more.
- Putting ownership of the trainees' physical condition directly in their hands. This is a personal responsibility that they must learn as soon as possible.

2. Administrative Problems

RSP addresses this issue by:

- Giving trainees the information they need to prepare their affairs before BCT.
- Providing a controlled environment to facilitate central document control. (One set of hands can control the trainee's file, instead of having part of the record with the company, part of it with STARC, and part of it with the trainee.)

3. Attitude Problems

RSP addresses this issue by:

- Giving trainees a taste of the training mentality, including communal living, authority, personal responsibility, and teamwork.
- Offering cadre an opportunity to solve attitude problems with today's young people by explaining the reasoning behind what you're asking them to do. When they understand, they respond.

4. Moment-of-Truth Issues

RSP addresses this issue by:

- Providing an environment for Cadre to observe trainees and spot potential problems and address them. (You can screen out drugs, abusiveness, criminal behavior, and the like, just by watching and listening. In addition, trainees may bring issues among other trainees to your attention, or exert enough peer pressure that the trainee will come to you on his or her own.)

5. Buyer's Remorse

RSP addresses this issue, also known as "Fear of the Unknown" by:

- Illuminating the unknown issues that lurk in the dark corners of the trainees' minds and threaten to make them give up.
- Giving trainees KNOWLEDGE, which takes away FEAR.

How RSP Works

Now that you know the problems RSP is designed to address and how the program was designed, let's look at how an RSP works.

Trainees will:

- Train with their RSP each month, instead of drilling with their regular unit.
- Learn almost everything they need to know before they go to BCT.
- Get excited about learning more about the Guard and being a soldier.

Students in an RSP spend time doing PT and Common Training Tasks (CTT). They also spend a portion of each weekend in class with the academic component, known as Soldier Empowerment And Readiness, or SEAR.

Here's a summary of what is taught in each phase of SEAR:

Red Phase (15.5 academic hours): The trainees' first drill weekend with the RSP is Red Phase. Because they are completely new to the Guard at this point, Red Phase weekend is spent entirely in the classroom, covering basics such as Army Values, chain of command, rank structure, saluting, military time, phonetic alphabet, and more. They receive the Battle Book and, if they pass the Red Phase exam, get their first Challenge Coin.

White Phase (38 academic hours): White Phase varies in length but covers the period between their first weekend and the weekend before they ship. Many topics are covered, generally falling into three main categories: the training community, military history, and physical readiness.

Blue Phase (6 academic hours): Blue Phase is the final drill before shipping and covers what the shipper should expect both at Reception Battalion and BCT.

Green Phase (28 academic hours): Trainees in the Split Training Option program will return from BCT and drill with the RSP until they go to AIT the following summer. Since they have already experienced RSP, they may be groomed as junior cadre. Green Phase is only for STO Soldiers giving them additional physical readiness training and leadership training.

Battle Handoff (3 academic hours): The soldiers' first drill after completing IADT is their final weekend in the RSP program. This weekend is called Battle Handoff. It covers what the new MOSQ soldiers should expect at their units, as well as what will be expected from them. Most importantly, it provides a vehicle for immediate sponsorship measures to take place.

From 2003 TRADOC AAR:

“When P2s show up for training they are sorely out of condition. Even when trying to ease them back into it they suffer numerous injuries from lack of preparation. These go to the Rehab Platoon. Many have to go to the Fitness Training Unit since they fail to make 50% in the three PT events. When they go to one of these it blows their spirit and you know what happens then!”

What the Classroom Component Covers (SEAR Curriculum)

The classroom portion of a Recruit Sustainment Program is known as SEAR (Soldier Empowerment And Readiness).

Curriculum at-a-glance

PHASE	COURSES	ACADEMIC HOURS
Red	The Warrior Way: Learning the Basics	15.5
White 1	What Every Trainee Wants to Know About BCT	2.0
	The National Guard and Your Financial Readiness	4.5
White 2	Structure of the Training Community	6.0
	The Army's F.I.T.T. Factors	2.0
	Army Physical Fitness Test—Proper Execution	0.5
	The APFT and Your Career	0.5
White 3	Success as a Team	3.0
	You are an Ambassador of the US Army 24 / 7	1.5
	Wear Your Uniform With Pride	1.0
	High Performance Fuel for High Performance Soldiers	3.5
White 4	Basic Human Anatomy	1.0
	Honoring Our Nation's Flag	2.25
	Combating Negative Peer Pressure, Part 1	2.5
	Hydration of the Human Body	1.0
White 5	Supplements: Success In a Bottle?	2.0
	Time Management	2.0
	Why Am I Here?	2.0
	Who Cares If I Warm Up, Cool Down, or Stretch Out?	0.5
Blue	Final Preparations for BCT	6.0
Green	LEAD Instructor Training	12.0
	Mentorship and Leadership	2.5
	How to Plan Your Guard Career	2.5
	Combating Negative Peer Pressure, Part 2	2.5
	Effective Counseling for the Junior Leader	2.5
	Advanced Physical Readiness, Part 1: Administering a PT Session	2.0
	Advanced Physical Readiness, Part 2: Fitness Journal	4.0
Battle Handoff	Joining Your Unit as a New MOSQ Soldier	3.0
Train-the-Trainer	RSP Cadre Development	24.0
Total hours		114.25

Course Overviews

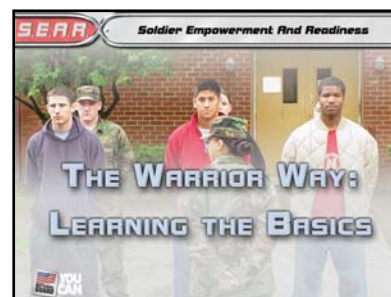
Red Phase

15.5 Academic Hours

Red Phase is always a trainee's first weekend at RSP. You'll run a Red Phase weekend every weekend that you have new recruits.

The Warrior Way: Learning the Basics

This two-day training will cover the most basic skills trainees need to know right away. They will take an open book test near the end of Day 2, and those who pass will receive their first Challenge Coin.



- **RSP Overview**
- **Battle Book**
- **Army Values**
- **ARNG Basics** (Army Structure, Chain of Command, Rank and Rank Insignia, Customs and Courtesies, Reporting Procedures, General Orders, Military Time, Phonetic Alphabet and Numbers, Role of the Chaplain, Equal Opportunity, Sexual Harassment, Soldier Hygiene)
- **Battle Buddies**
- **Importance of Fitness**
- **Army Coining Ceremony**

White Phase

38 Academic Hours

From their second weekend until the last drill before leaving for BCT, RSP trainees attend White Phase training. Not all trainees will receive all modules, depending on time between enlistment and BCT. Most modules will include an exam or practical exercises. The modules can be presented in any order necessary, but the following is a suggested plan for completing all White Phase instruction over 5 months.

Month 1—6.5 hours

TOPIC	ACADEMIC HOURS
What Every Trainee Wants to Know About BCT Reviews the BCT schedule and answers frequently asked questions.	2.0
The National Guard and Your Financial Readiness Basic overview of pay, bonuses, benefits, and special pay issues (Casual Pay, Allotments). Explains importance of upholding financial responsibilities and consequences of equipment loss or breach of contract.	4.5



Month 2—9 hours

TOPIC	ACADEMIC HOURS
Structure of the Training Community Gives trainees an understanding of why the training community is structured as it is—because it is the fastest, most focused way to turn trainees into soldiers in a short time frame. The course will cover issues of communal living, personal responsibility, authority, and leadership.	6.0
The Army's F.I.T.T. Factors Explains the Army's F.I.T.T. Factors, how they are applied to a training regimen, and how to use them to train safely.	2.0
Army Physical Fitness Test—Proper Execution Explains what the APFT is, how it is administered, and how to execute it with proper form.	0.5
The APFT and Your Career Explains how APFT scores affect Promotion Points, admission to special Schools, and NCOES qualification. Covers the soldier's professional responsibility to maintain excellent physical fitness, to set an example for subordinates.	0.5

Month 3—9 hours

TOPIC	ACADEMIC HOURS
Success as a Team Explains the concept of teamwork and its crucial importance in achieving any mission.	3.0
You are an Ambassador of the US Army 24 / 7 Shows trainees why they must behave in a soldierly manner every moment, whether in the uniform or out of it. Covers public perceptions of soldiers by both Americans and citizens of other countries, and the consequences of poor conduct.	1.5
Wear Your Uniform With Pride Presents the legacy of the uniform, the elements of the various uniforms, and the proper wear of the uniforms. Trainees will also learn how to make on-the-spot corrections to soldiers of all ranks in a proper, respectful manner.	1.0
High-Performance Fuel for High-Performance Soldiers Offers an overview of proper nutrition and its crucial importance to meeting the physical demands of BCT as well as for staying fit and healthy throughout their lives. Trainees learn how to develop their own high performance diets.	3.5

Month 4—6.25 hours

TOPIC	ACADEMIC HOURS
Basic Human Anatomy Provides overview of body systems with an emphasis on the skeletal and muscular systems to teach trainees how to get in shape for BCT.	1.0
Honoring Our Nation's Flag Covers the flag's rich history and symbolism, everyday uses and ceremonial uses, and army regulations regarding the flag.	2.25
Combating Negative Peer Pressure, Part I Helps trainees recognize sources and types of peer pressure, understand how negative peer pressure affects them, learn strategies for making their own decisions and responding to pressure positively.	2.5
Hydration of the Human Body Covers the crucial importance of adequate fluid intake during training to avoid injury.	1.0

Month 5—6.5 hours

TOPIC	ACADEMIC HOURS
Success in a Bottle? Explains how the right supplements can safely complement a diet and exercise program to achieve physical fitness goals. Teaches trainees how to find safe, effective, and reasonably priced products.	2.0
Time Management Offers method of using Battle Books to help trainees set goals, objectives, and tasks, establish priorities, and make a schedule.	2.0
Why Am I Here? Helps trainees combat second thoughts or fears (buyer's remorse) about their decision to serve. Explains the numerous tangible and intangible benefits they will gain through Guard service, and stresses the vital importance of fulfilling their commitment. Testimonials will help students see how much they can grow in the Guard.	2.0
Who Cares If I Warm Up, Cool Down, or Stretch Out? Explains how the body is affected by exercise, and how to warm up, cool down, and stretch out properly to ensure effective workouts and avoid injury.	0.5

Blue Phase

6 Academic Hours

This course is presented at trainees' last drill before leaving for BCT.

Final Preparations for BCT

Provides Cadre a final chance to physically and mentally prepare trainees for success at BCT (screen for height and weight, solve admin issues, resolve personal or financial issues, check physical readiness). In addition, this course provides a final chance to remove two of the top five reasons for training pipeline losses: fear of unknown and buyer's remorse. Trainees are frightened but excited about BCT. Use this opportunity to get them pumped up about the incredible challenge ahead and how it will be an experience that will change them in very positive ways.

1. Before BCT

- What to Bring/What Not to Bring
- Preparing Your Personal Affairs
- What Your Family Needs to Know

2. At BCT

- What To Expect At Reception Battalion
- What To Expect During BCT
- How BCT Will Change You

3. After BCT

- MOSQ Soldiers
 - AIT and Your MOS
 - Preview Of Battle Handoff Phase
 - What To Do With Your Paperwork
- Special Section for STO-2 Soldiers
 - Post-BCT Agenda
 - What To Do With Your Paperwork
 - Preview of Green Phase Instruction



Green Phase

28 Academic Hours

Green Phase offers additional instruction in leadership and physical readiness for BCT-qualified trainees (STO-2 soldiers who will attend AIT the following summer).

TOPIC	ACADEMIC HOURS
LEAD Instructor Training Offers trainees opportunity to hone speaking and presentation skills by presenting LEAD modules. Day One is instruction; Day Two is presentations and constructive feedback.	12.0
Mentoring and Leadership Helps trainees learn how to mentor their fellow trainees. A series of exercises helps trainees apply the principles of mentoring in different situations.	2.5
How to Plan Your Guard Career Offers Guard career management information so trainees can set goals and plan strategies to advance their Guard careers.	2.5
Combating Negative Peer Pressure, Part 2 Teaches trainees to recognize negative peer pressure and its consequences from a leadership perspective. Students will learn strategies and solutions to prevent or minimize the effect of negative peer pressure on fellow trainees.	2.5
Effective Counseling for the Junior Leader Explains effective counseling techniques so trainees can understand and prepare for behavior/event-based counseling and performance and professional growth counseling. Covers different types of counseling, why counseling is important at this stage in trainee's Guard career, how to prepare for performance and professional growth counseling sessions, and what to expect during a counseling session.	2.5
Advanced Physical Readiness, Part 1: Administering a PT Session Teaches STO-2 soldiers how PT programs are developed, and how to create and conduct a PT session consisting of a risk assessment, extended rectangular formation, warm up, conditioning activities, and cool down. Covers effective leadership techniques during PT.	2.0
Advanced Physical Readiness, Part 2: Fitness Journal Teaches trainees how to use a fitness journal to develop a personal training regimen that will keep them fit throughout their Guard careers.	4.0



Battle Handoff

5 Academic Hours

Trainees returning from IADT attend Battle Handoff as their final drill with the RSP.

Joining Your Unit as a New MOSQ Soldier

Covers what MOSQ soldiers should expect when joining their units. Following the presentation, Cadre are encouraged to provide a controlled environment to allow the newly returned MOSQ Soldiers to do Q&A with trainees who haven't been to BCT yet.

1. RSP Survey

Soldiers complete a short survey of the RSP program. Cadre should encourage candor and constructive criticism, as honest feedback will be invaluable in helping you to improve the program.

2. The Unit Sponsorship Program

What Is a Unit Sponsorship Program?

What Do Sponsors Do?

What Are Your Responsibilities?

3. Stay Hooah, Stay Fit

Staying physically, mentally, and behaviorally fit

4. Physical Handoff Procedures

Instructions For Any Transfer Of Paperwork

Cadre-guided welcome/briefing between soldiers and their unit representatives

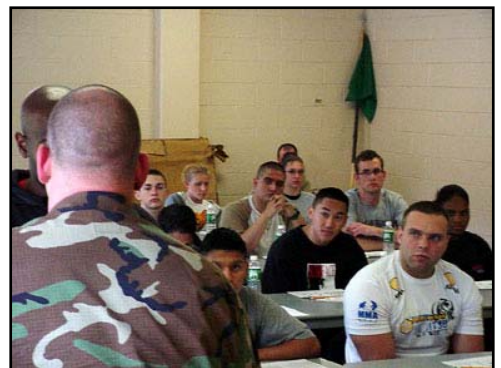


RSP Cadre Development (Train-the-Trainer)

24 Academic hours

The SEAR Train-the-Train Course, "RSP Cadre Development," is aimed at potential leadership and admin support staff for the RSP. This three-day training (24 academic hours) covers Leadership, Admin Operations, and Troubleshooting. Day 3 culminates in an intensive RSP Planning Workshop.

1. How RSPs Meet Today's Training Challenges
 - Problem of TPLs
 - Cost of TPLs and Training Seats
 - New Emphasis on the Warrior Ethos
 - Navigating Generational Differences
 - How RSP Was Developed to Meet These Challenges
 - How RSP Works
2. Building a First-Class Leadership Team
 - Attracting and Securing Talent
 - Your Appearance, Conduct, and Attitude
 - Ethics
 - Distinction Between RSP Cadre and Drill Sergeants
 - Dedication
3. Admin/Training
 - SOP/Policy Letters, Unit Library
 - RSP Database
 - Attachment/Release Orders
 - Welcome Letter & Packet, Monthly Newsletter
 - Attendance & Payroll
 - SIDPERS
 - Monthly Screening
 - Training Schedule and Records
 - Risk Management/Analysis and LOD Investigations
 - Awards and Promotions
 - Pre-Ship Briefing, Checklist, and Records Screening
 - Battle Handoff
 - Counseling and Cadre Development
 - Tracking RSP Success
4. Logistics
 - Transportation, Rations, and Billeting
 - Supplies & Equipment
 - CIF Account, Property Accountability, TASC Account
 - Range Requests and Training Ammunition
5. Navigating a Minefield
 - Soldiers at Risk of Not Shipping vs. Soldiers at Risk
 - Process for Handling Trainee Issues
6. How to Improvise, Adapt, and Overcome
 - How to Change Plans on the Spot
 - Creative Physical Training
 - Ideas, Drills, Games, and Yes...Fun!
7. Planning Your RSP
 - Yearly Training Calendar
 - Logistics Support/Troubleshooting
 - Admin Support/Troubleshooting



APPENDIX: A NEW EMPHASIS ON THE “WARRIOR ETHOS”

- Leaders View Many Soldiers as Too Specialized, *Washington Post* , 08 SEP 2003
- Chief of Staff to Soldiers: “You’re a Rifleman First”, *Army Times*, 20 OCT 2003
- Squaring Off to Build Soldiers’ Warrior Ethos, *Army Times*, 27 OCT 2003



A New Emphasis on the "Warrior Ethos"

Besides the enormous cost of training pipeline losses and training seats, the Guard faces other training challenges in the years to come. The following newspaper articles describe the Army's new focus on the "Warrior Ethos."

Leaders View Many Soldiers as Too Specialized

*By Vernon Loeb
Washington Post Staff Writer
Monday, September 8, 2003*

FORT MONROE, Va. — The U.S. Army is upgrading basic training for officers and enlisted personnel to emphasize combat leadership skills and what officers at the Training and Doctrine Command here are calling the "warrior ethos."

The moves come after Army leaders concluded that the increasingly high-tech force was becoming too specialized, with too many troops thinking of themselves in terms of their military specialties, not their mastery of marksmanship and other basic combat skills.

"We took a look at a lot of areas, and warrior ethos was one we wanted to strengthen. They'll tell you, 'I'm a mechanic,' not 'I'm a soldier,' and we've got to change that," Gen. Kevin P. Byrnes, the TRADOC commanding general, said last week in an interview with reporters. "We took a look at [training] the future soldier, and we came up short in the warrior ethos piece."

The emphasis on the warrior ethos, which will begin in basic training later this year, was set in motion long before an 18-vehicle convoy of the 507th Maintenance Company got lost and was ambushed March 23 by Baathist fighters in Nasiriyah in southern Iraq.

But the incident has served to highlight the importance of basic combat skills on the part of all troops in fast-moving, irregular campaigns with hundreds of miles of supply lines and dozens of bases vulnerable to guerrilla and terrorist tactics.

Gen. Eric K. Shinseki formally authorized the warrior ethos program in a memo signed in May, a month before he retired as Army chief of staff. A separate initiative being developed here will add a six-week basic leadership course to the training all officers receive, beginning in 2006.

The course would come before officers' eight- to 14-week training in their specialties, such as intelligence, infantry or logistics, and emphasize small-unit leadership skills, similar to those possessed by Special Operations forces.

"They are very agile, very adaptive," Byrnes said of those elite soldiers. "They're intelligence collectors, they're war fighters. How can we take some of that goodness and bring it into our regular force?"

Eleven soldiers were killed in Iraq when the 507th was ambushed; six others were captured by Iraqi forces and later freed, including Pfc. Jessica Lynch, a 20-year-old maintenance clerk who recently left the Army.

An Army investigation later determined that many of the 507th soldiers were unable to defend themselves because their weapons malfunctioned, possibly due to "inadequate individual maintenance in a desert environment."

Analysts have since commented that Marine forces in Iraq were well served by a fundamental tenet -- "every Marine a rifleman" -- that is stressed from the first day of training and re-emphasized in training and daily routines throughout a Marine's career. Marine mechanics and supply clerks pride themselves on their shooting skills and their ability to defend themselves on the battlefield.

"I think the Marines do a good job on their basic combat training, and we're trying to pull the better aspects out and embed them in our training," Byrnes said.

Byrnes said the warrior ethos -- summarized in Army training material as a commitment to victory, an emphasis on mission, a refusal to quit and a commitment to never leave an American behind -- will also be emphasized after training is over in everything soldiers do in their regular units.

Thus, mechanics not only will be required to fix engines but to repair them at night after a long road march. And all Army personnel, not just front-line combat units, could be required to qualify on marksmanship twice a year instead of just once.

"We'll be making many changes, but the centerpiece will be the emphasis on warrior ethos," Byrnes said.

Chief of Staff to Soldiers: "You're a Rifleman First"

By Matthew Cox
Army Times Staff Writer
October 20, 2003



The Army's new chief of staff is tearing a page from the Marine Corps playbook and insisting that every soldier consider himself a "rifleman first."

"Everybody in the United States Army's gotta be a soldier first," Gen. Peter Schoomaker told reporters during an Oct. 7 round-table meeting with reporters in Washington.

The specialization of jobs in the Army pulled the service away from the notion that every soldier must be grounded in basic combat skills, he said. But Iraq has demonstrated that no matter what a soldier's military occupational specialty is, he must be able to conduct basic combat tasks in order to defend himself and his unit.

"We've dismounted artillerymen in Iraq, and we've got them performing ground functions—infantry functions, MP functions," Schoomaker said. "Everybody's got to be able to do that. . . Everybody's a rifleman first."

That phrase echoes a Marine motto that has been around since at least World War I—"Every Marine a rifleman."

Schoomaker's emphasis on individual combat skills is part of a larger program to infuse the entire Army with a "warrior ethos." Senior Army leaders are convinced that he focus on technical skills, particularly in the noncombat arms branches has resulted in a neglect of basic combat skills.

"In our well-intentioned direction of trying to develop very technically competent soldiers in branches of the service, per haps we lost some of the edge associated with begin a soldier," Lt. Gen. William Wallace, commander of the Combined Arms Center at Fort Leavenworth, Kan., told reporters Oct. 6.

Service leaders are looking to change the Army's training and education systems, which have "reinforced the culture where you're a technician first and a soldier second," Gen. Kevin Byrnes, head of Army Training and Doctrine Command, told an audience at the Association of the United States Army's annual meeting in Washington on Oct. 7.

"We're removing those impediments," in order to reverse that mindset, he added.

"To be a warrior," Wallace said, "you've got to be able to use your individual weapon. You've got to be able to operate in small, lethal teams if called upon to do so. You've got to have that mental and physical capability to deal with the enemy regardless of whether you're a frontline soldier or you're someone fixing helicopters for a living, because you are a soldier first and a mechanic second."

Back to basic soldier skills

Leaders are pushing forward with combat-skills training that will be mandatory for all officers and enlisted troops:

- Every soldier will be required to qualify on his or her individual weapon twice a year, Byrnes said. The current Army standard requires soldiers to qualify only once a year, although some commanders have their troops qualify more frequently.
- New recruits will qualify on their individual weapons in basic training and then again in advanced individual training, Byrnes added. Until now, qualification in basic training only was the standard.
- Every soldier, regardless of MOS and unit, will conduct at least one live-fire combat drill a year. For higher headquarters rear-echelon units, it might include reacting to an ambush, Byrnes said.

Top gear, real-world training

The Army embarked on the "warrior ethos" program shortly before Schoomaker became chief Aug. 1, but he has folded it into a larger effort aimed at ensuring "the soldier" takes priority over any other program in the Army. "Humans re more important than hardware," he said in his Oct. 7 keynote speech at the AUSA meeting.

"The Soldier" is the name given to what Schoomaker said is the most important of the 15 "focus areas" within the Army that he has targeted for immediate action. Putting the soldier first also means making sure no soldier deploys to a combat zone with anything less than the best gear available.

Schoomaker is determined to do away with the practice that sees later deploying units into a combat theater fielded with gear that's different—and usually less modern—than what's issued to the Army's "first-to-fight" combat units.

Another "focus area" aimed in part at getting all personnel to think of themselves as warriors deals with the Army's combat training center program.

The service's so-called "dirt" combat training centers include the National Training Center, Fort Irwin, Calif., the Joint Readiness Training Center, Fort Polk, La., and the Combat Maneuver Training Center, Hohenfels, Germany. The CTC program also includes the Battle Command Training Program, which puts division and corps headquarters through rigorous simulations exercises called "Warfighters."

The CTC program has received much of the credit for the Army's successful performances in the Iraq wars of 1991 and 2003 and Afghanistan in 2002. But it originally was designed to train units how to fight the Soviet-style armies. Now, Shoemaker and other senior leaders say, the CTCs must change faster than usual to prepare soldiers for the operations they likely are to face in the near future.

"These combat training centers are the main cultural drivers in the Army," Schoomaker told the AUSA audience. "How we train there dictates how people think when they get on the real battlefield," he later told reporters.

Schoomaker noted that at the NTC in particular, the Opposing Force was designed to replicate a regimented, easy-to-predict Soviet-style threat.

"Today, we are fighting a different kind of enemy, and we've got to be prepared to fight and win in different kind of terrain, under different conditions than we have in the past," he said.

Units now arrive at the training centers under relatively benign conditions and are given time to prepare for their "battles" against the opposing force before moving into the maneuver "box" where the real force-on-force fighting occurs.

"We now have to look at perhaps having to fight our way into the training centers and fight our way out," Schoomaker told the reporters.

Schoomaker and other senior Army leaders also are keen to increase the participation of the other services at the combat training centers. "They must be more join," the chief said.

Mix-'n'-match units

The new chief also wants an Army that is more "modular," meaning one composed of units that can be mixed and matched without tearing apart other units, as occurs now. He explained the concept using an analogy.

"If you only got paid in \$100 bills, and you want to go buy a can of snuff down at the Quik-Stop, and it costs you \$3.75...what do you get back? A big old pocketful of change.

"Then you go to the supermarket and now you're going to buy your groceries." But the groceries cost more than the change you have in your pocket. "So what do you do? You spend another \$100 bill. And what do you get back? More change.

"And you do this until you spend all your hundreds, and then you've got a bunch of change. And now you try to aggregate this change into something that's meaningful, and it doesn't work. And that's quite frankly a little bit of the condition we're in."

The point Schoomaker was making is that every time the Army deploys a brigade combat team of armor or infantry, it must augment it with pieces of other units—MPs, aviation and artillery, for instance. Eventually, the service finds it has deployed all of its brigades, but still has lots of pieces of units left over, sitting all but useless at home station.

Schoomaker thinks the Army can get more out of its current force by redesigning it. Most divisions have three ground maneuver brigades. But Schoomaker wants to create five maneuver brigades within each division, without increasing the number of soldiers in the division. The first two divisions to return from Iraq, 3rd Infantry Division (Mechanized) and the 101st Airborne Division (Air Assault), will be the guinea pigs in this experiment, with their division commanders leading the redesign.

"I asked them, 'Could you make yourself into five maneuver brigades, out of the three that you've got, and could you make each of those five at least as capable as each of the original three?'" Schoomaker told reporters.

"And if we gave you the right technologies, could you become one-and-a-half times more capable?"

The chief said that the Army is not prejudging the issues. "These are just questions," he said. But, "I believe in my heart that each of those five brigades can be as effective as the current one," if equipped with the right technologies.

Staying together in the fight

Schoomaker also said he was trying to change the Army's policy relating to battalion and brigade-level changes of command in combat theaters. Until now, the Army has insisted on enforcing the two-year command tours, with no accommodation made for the fact that a unit might be in combat. Thus, a battalion commander might leave his unit halfway through its one-year tour in Iraq because his two-year command is up and the Army wants him to attend the War College in Carlisle, Pa.

This policy has infuriated many in the Army especially the outgoing commanders, who feel it forces them to abandon their troops just when their soldiers need them most.

Schoomaker is sympathetic to those who feel the policy should be changed, and has told the units preparing to deploy to Iraq and Afghanistan that he does not want midtour changes of command. Staying with a unit until it redeploy is "a fundamental role of leadership," he told reporters.

Squaring Off to Build Soldiers' Warrior Ethos

By Matthew Cox

Army Times Staff Writer

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If the Army wants a force full of warriors, it might want to start by making its soldiers fight one another. That's what Sgt. 1st Class Matt Larsen is preaching these days as he tries to make his approach to hand-to-hand combat mandatory training for all soldiers.

Training all soldiers in unarmed combat in Basic Combat Training may be one way to achieve the Army's push to ignite a "warrior ethos" throughout the ranks, said Brig. Gen. (P) Benjamin Freakley, commandant of the Infantry Center at Fort Benning, Ga., in remarks at the Infantry Conference in September.

As the head of the Army's Modern Combatives Program, Larsen couldn't agree more. "The defining characteristic of a warrior is the willingness to close with the enemy," he said.

"You can be good at everything else, but if you're not willing to go through that door with me, you're not a warrior," said Larsen, a former member of 2nd Battalion, 75th Ranger Regiment. His goal is to train a cadre of instructors in every unit in the Army to teach soldiers a system of techniques taken from jujitsu, wrestling, judo and boxing.

Since 2000, basic combatives have been taught to infantry officers and NCOs at Fort Benning's leadership development courses. Larsen wants to expand the training so that it's uniform and mandatory in all units.

The program, Larsen said, builds courage and self-confidence by requiring soldiers to face each other in regular, refereed bouts at the unit level.

It's like "Fight Club" but with a few more rules than were portrayed in the Hollywood movie.

The combatives program grew out of Lt. Col. Stan McCrystal's 1995 effort to reinvigorate hand-to-hand combat in his 2nd Ranger Battalion. But there was a strong belief among the Rangers and many others in the Army that the unarmed combat moves being taught were too specialized to work in combat situations and were a waste of training time.

"In a nutshell, there was nothing wrong with the techniques, except they were too high-end — life doesn't fall into those niches. When life happens, you have to have a system," said Larsen, who was a staff sergeant in the unit when he was appointed by McCrystal to head a committee to study martial-arts programs all over the world.

Larsen's committee designed a program based on Brazilian jujitsu. From there, a new approach to training emerged that detailed a specific order for teaching each technique to create a complete fighting system.

After learning basic grappling holds and joint locks from Brazilian jujitsu, Rangers progressed to takedowns and throws from wrestling and judo and stand-up fighting techniques from boxing and Thailand's Muay Thai.

Larsen, who later headed up combatives training for the 75th and the Ranger Training Brigade in the late 1990s, started leading the Army's combatives program in October 2000.

Since then, Larsen's program has spread to courses at Benning such as the Infantry Officer Basic Course, the Infantry Captains Course, the Basic Non-Commissioned Officer Course and Advanced Non-Commissioned Officer Course.

Larsen would like to see Army units start their own combatives programs — and his program already has caught the attention of the 3rd Infantry Division. 3rd ID's senior leadership has embraced the idea, said Capt. Jay Yancey, who is in charge of operations for the unit.

"They think it's important," he said, describing the increased emphasis on less-than-lethal techniques in stabilization efforts like the one in Iraq. "It adds something to their tool belt besides deadly weapons."

The biggest challenge to achieving Army wide success, Larsen said, will be getting enough NCOs trained while the Army's operational tempo is higher than ever. Mobile training teams may be one solution to teaching the program's three levels of train-the-trainer courses.

- Level I is a five-day course that focuses on the basic grappling and joint locks.
- The two-week Level II course deals with more complex techniques while taking time to explain the mechanics behind each move.
- Level III is a month long course that focuses on standing up unit programs and integrates surprise scenarios in which soldiers unexpectedly have to use combatives, because a hand-to-hand fight never happens when you're ready, Larsen said.

"It doesn't happen when you have just come out of a locker room and you're ready. It happens when you have just done a 25-mile road march," he said.

Warrior ethos

Larsen's opinion is underscored by lessons learned in Iraq, especially the March 23 ambush of the 507th Maintenance Company out of Fort Bliss, Texas, in which the enemy killed 11 soldiers and captured six. That, and incidents like it, in part, have triggered the Army's big push on the warrior ethos.

"You're a soldier first, a technician second," Lt. Gen. William Wallace, the commander of the Army's Combined Arms Center at Fort Leavenworth, Kan., said recently at the Association of the United States Army's annual meeting in Washington. "If there is no rear area, then you have got to be a warrior."

Wallace is leading a study to search for ways to develop a warrior spirit in all soldiers.

Larsen argues that combatives is an excellent vehicle for teaching warrior traits such as courage, self-confidence and the will to win, no matter the hardship.

"We do not win wars because we are great hand-to-hand fighters. We win wars because of the things it takes to become a great fighter — that's what the warrior ethos is all about; the soldier has got to have it," Larsen said.

But Larsen has a tough fight ahead of him before his grass-roots effort goes Army wide.

The first step will be to get the combatives train-the-trainer courses on the Army Training Requirements and Resources System, a computer database that supports the training needs of the active component and the National Guard and Reserve.

The Marine Corps places a strong emphasis on warrior training, as illustrated by the popular saying "every Marine is a rifleman," Larsen said.

"Every Marine, no matter who they are, they think of themselves as a bad ass, and that is what soldiers need to do, too," he said.

The Marine Corps launched its hand-to-hand training in May 2000, Larsen said. In the Marine Corps Martial Arts Program, Marines earn skill-level belts, tan through black, by completing specific hours of instruction and then successfully demonstrating certain techniques to progress to the next belt color.

"They really do have a good program," Larsen said. "The reason it's successful is because the commandant of the Marine Corps supports it."

Larsen would take the Army combatives program a step further by requiring soldiers to face each other in regular competitions.

"Who do you think trains harder — soldiers or boxers?" he said, explaining that the only way to get soldiers to take the program seriously is to have unit leaders routinely pick soldiers from different squads, platoons or companies and have them duke it out, combatives style.

"It doesn't have to happen very much before everybody realizes that you have to be a fighter."